

BENCHMARKING ACTIVITIES FACT SHEET

September 1996

Introduction

The purpose of this benchmarking activities fact sheet is to keep the Executive Team, HQ Team Chiefs and Process Owners, District and CAO Commanders, and all DCMC personnel apprised of the status of the active benchmarking studies underway in DCMC. It will be issued on a periodic basis and will provide information on each team's current benchmarking status.

For further information concerning a specific project contact the project team point of contact or the district benchmarking coordinator. For information concerning benchmarking at DCMC contact a member of the DCMC Benchmarking Steering Group. Their names and numbers appear on the DCMC Homepage under the heading of Benchmarking.

Method of Distribution- DCMC Homepage. Please share with others who may have an interest, but may not have access to the homepage.

Stephanie Strohbeck
DCMC Benchmarking Lead

1. Process Being Benchmarked: Product & Manufacturing Assurance (Sub-process: Contract Delivery Surveillance)

Lead District: DCMD East

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Team Members:

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Stephen Hill, Industrial Specialist, DCMC New York
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Les Morton, Sr., Senior Industrial Specialist, DCMC Baltimore
Allen Gram, Administrative Contracting Officer, DCMC Twin Cities
Joseph Hahn, Management Analyst, DPRA-C
Wayne Easter, DCMC-AQOC, Process Owner
Brian Dillon, Facilitator, DCMC Boston

Current Status:

The final report is through the District signature cycle and at DCMC HQ for final management review. A briefing to AQO will occur on 9 October as a part of the October Operation Chief's meeting.

At the conclusion of the internal benchmark study, the Process Owner, Mr. Wayne Easter, asked the team to conduct a "market survey" of several companies. The purpose of the market survey was to determine how other organizations track, measure and ensure on-time delivery.

External benchmarking training was conducted by Mr. Glen Hoffer, Markon, Inc. of Windham, NH, on 23-24 July 1996 in DCMDE Boston. Team members developed an action plan, detailed interview questions, and a list of potential benchmarking partners. Selection criteria included: a) large company/agency, b) many contracts/orders/transactions, c) many vendors, and d) a product mix.

Team members conducted research from 29 July through 23 August 1996 at their duty stations. Research data was obtained through internet sources and public libraries for about 20 companies and eight government agencies. Companies targeted for phone interviews were: Bell South Corporation, Federal Express Corporation and Ford Motor Company. The government agency targeted for a phone interview is Redstone Arsenal.

Estimated completion of the market survey is 15 September 1996, with a follow-up report to be completed by 30 September 96.

2. Process Being Benchmarked: Authorizing/Accepting Shipments

Lead District: DCMD West

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Carole Magnuson, Management Analyst, DPRA-C
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Malcom Thomas, Facilitator, DCMC Van Nuys
Steve Davis, Industrial Specialist, DCMC GE Cincinnati
Karla Haskins, DFAS Columbus

Current Status:

The benchmarking team met in Chicago the week of 22 July 96 to finalize their analysis of the site visits. They developed their recommendations, return on investment analysis and finalized other documentation would become part of the final report.

During the period July 29 through August 9, 1996, Terry Nelson, Carole Magnuson and William Luzinski met to work on the final report. John Childers, Process Owner, joined the team during the second week. Together, they organized and documented all of the information the team members had prepared to date and wrote the final report incorporating the team's input.

After receiving additional comments and suggestions, William Luzinski, Carole Magnuson and Terry Nelson met during the week of 3 September 1996 in Chicago, IL, to complete the final report.

Briefing and submission of the final report to DCMDW management occurred the week of 9 September 1996. The final report was submitted to DCMC HQ for final management review the week of 23 September 1996.

William Luzinski and Carole Magnuson are currently researching sources for potential external benchmarking partners.

3. Process Being Benchmarked: Contract Receipt, Review and Postaward (Sub-process: Contract Receipt and Review)

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Jim Larsen, General Engineer, DCMC Twin Cities
Steve Schenk, Contract Price/Cost Analyst, DCMC Pratt & Whitney, W. Palm Beach
Josephine Ross, DCMC-AQOE, Process Owner
Joseph Bednarz, Management Analyst, DPRA-C

Current Status:

The team meeting was held at DCMC HQ on 12-16 August 1996. They discussed the final report recommendations, proposed metrics, implementation plan, manpower gap, glideslope to implementation, and maintenance plan. The team also discussed the external market survey, prepared a list of questions and performed research via internet.

A copy of the team's proposed metrics for the Contract Receipt and Review process was provided to Josephine Ross and Joe Petrucelli for review on 16 August 1996.

The team is currently in the process of preparing the final report and researching the internet in order to identify potential external benchmarking partners. Final report and market survey completion is tentatively scheduled for completion by the end of September.

4. Process Being Benchmarked: Product and Manufacturing Assurance

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Edrie Marquez, DCMC Springfield
Robert Hoff, DCMC Santa Ana
Georgeanna Adams, DCMC-AQOC, Process Owner
Kay Winiarz, DCMC Lockheed Martin, Facilitator

Current Status:

During the interim between 21 June and 15 July 1996, the team received 183 responses to their questionnaire which was very positive. The team held its first meeting at Ft. Walton, FL during the week of 15 July 1996. They analyzed the field responses to their questionnaire, USA data, first article data, MOCAS, awards data and any special documentation that the field sent as attachments to their responses.

The team decided with the size and complex expertise of the team members that they could visit 30 field activities, looking for Best Practice parameters. Each site selected was considered as performing in a manner worth observing to develop the best practice and metrics to the chartered benchmark effort.

The team was organized into three sub-teams for the site visit effort conducting site visits during the period 22 July through 19 August 1996. Offices visited were: DCMC San Antonio, Dallas, Dallas Richardson, Seattle, Twin Cities, Orlando, Puerto Rico, Lockheed Martin Vought Systems Dallas, Texas Instruments Dallas, Grumman St. Augustine, Lockheed Ft. Worth, Thiokol and Lockheed Martin Astronautics Denver.

The team met at Coco Beach, FL, the week of 19 August and compiled the data obtained from the field office visits. The information was broken down into the three areas under study. The team visiting St. Augustine presented their data and analyzed it for incorporation into the action plan.

Nine additional sites in DCMDE are targeted for site visits -- Grand Rapids, Boston, Hartford, Lockheed Sanders, Springfield, Reading, Syracuse, Grumman Bethpage, Cincinnati, Cleveland, GD Lima, and Indianapolis. Specific schedule TBD.

5 Process Being Benchmarked: Contract Closeout

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Joseph Hahn, Management Analyst, DPRA-C
Wayne Murphy, DCMDE-GAMB
Mary Rios, DCMDW-GEHB
Janine Samson, DCMDE-RZOA
Holly Zumdick, DCMDE-RCOA

Current Status:

The third team meeting was conducted 15-19 July 1996 in Torrance, CA. The team performed a final review of site survey questions. Site visits were conducted in San Diego and Santa Ana. Team members also visited Phoenix, AZ and Dallas, TX during the week of 12 August 1996.

During the week of 5 August 1996, team members visited DCMC Cleveland, DCMC Indianapolis, DCMC Dayton, and DCMC Clearwater. Site visits were also conducted during the week of 19 Aug. at DCMC Twin Cities, DCMC Chicago, DCMC Grand Rapids. The team met in Philadelphia, PA, 25-30 August 1996. The last two site visits were conducted at DCMC Long Island and DCMC Philadelphia.

The team met 15-29 September 1996 in El Segundo to do a final review of the potential benchmarking partners to determine the benchmark and to draft the final report.

6. Process Being Benchmarked: Program Integration

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Shirley Hutchison, DCMC-AQOA, Process Owner
Elmer Dela Cruz, Management Analyst, DPRA-C
Michael Corrente, DCMDE-OTPP

William Green, DCMC Twin Cities
Patsy Oburn, DCMC Reading
Phil Sparacio, DCPSO
Lori Dellarocco, DCMDW-O (assigned to AQOA)
Vivian Basque, Facilitator, DCMDW-DT
Pat Markam, Facilitator, DCMDW-DT

Current Status:

The team formally added four new members: Ms. Patsy Oburn, Program Integrator, Mr. William Green, Program Integrator, Mr. Phil Sparacio and Ms. Lori Dellarocco.

The team had to step back to revise the Charter and reevaluate the process due to the unavailability of data necessary to perform the planned comparison analysis and evaluation of DCMC organizations.

The preliminary layout of task and schedules using Microsoft Project Manager was accomplished by the team with the aid of Ms. Oburn. The final planning document will be completed by the team leader and submitted to the project leader for approval prior to submission to the Process Owner as part of the Charter for approval. The revised charter will be provided to AQOA for approval on 12 September with a signed approval expected before 29 September. The completion date for the project will slip to November. This slip is primarily due to the unavailability of data necessary to identify and validate the process, as defined in the current DLAD 5000.4 or DCMC's top metrics. A meeting was held in Boston in August to attempt to develop criteria that could be used to compare the current process and any identified best practice. The major findings from this review was that there is no validated DCMC data for the Program Integration task, as defined. The results were presented to the project team during the Twin Cities meeting for comments and recommendations.

The team had planned to finalize site visit identifications during this meeting, but were unable to do so because of the lack of data assumed to be contained within the DCMC PLAS and Metric databases. This step will now be completed at the next meeting to be held 16-17 September.

The team has altered the approach for the identification of a benchmark partner by visiting a single site. It will now be based upon an evaluation of responses to the 9 August memorandum sent to DCMC organizations requesting identification of any best practices they have for performing Program Integration. The validation of the site as the benchmark will be based upon the selected organizations method of process measurement. The site visit may also be conducted by the team as a function of the September meeting depending on the location of the identified site. The team will submit recommendations for changes to DLAD 5000.4 based upon its findings, along with lessons learned from its experiences.

The team's efforts have been put on hold pending their presentation to the DCMC Operation Chiefs on October 10 and a reassessment of the need to benchmark this process.

7. Process Being Benchmarked: Distributed Computing

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Team Members:

Dwayne Eriksen, Project Team Leader
George Yost, DCMDW
Additional members TBD

Status:

The Distributed Computing Benchmarking project kickoff for DCMDW was held 29 August 1996. The AQAC team leader, representatives from district headquarters, two DCMDW field activities, and Real Decisions (the benchmarking contractor) attended. The two field activities participating in the study are DCMC Santa Ana and DCMC McDonnell Douglas St. Louis. The entire DCMDW district will serve as the third site for this portion of the benchmarking study. The Real Decisions representative discussed their benchmarking approach and a preliminary review of the four questionnaires (corporate, site, user and process appendix) was conducted. The group also reviewed the draft team charter and discussed the draft project schedule. The DCMDW team will meet the week of 16 September to further discuss the project schedule and tailoring of the questionnaires. It was decided to gather data for FY 95 and FY 96 in the study.

The Distributed Computing benchmarking project kickoff for DCMDE was held 4 September 1996. The AQAC team leader, representatives from district headquarters, two DCMDE field activities, and Real Decisions attended. The two field activities participating in the study are DCMC Boston and DCMC Raytheon. The entire DCMDE district will serve as the third site for this portion of the benchmarking study. The Real Decisions representatives discussed their benchmarking approach and a preliminary review of the four questionnaires cited above was conducted. The group also reviewed the draft team charter and established a tentative project schedule. DCMDE consulted with DCMDW the week of 16 September to coordinate the overall project schedule and tailoring of questionnaires. Like DCMDW, DCMDE will be gathering data for FY 95 and FY 96.